

## THE ROLE OF LEADERSHIP STYLE IN CHURCH POLICY IMPLEMENTATION

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### ABSTRACT

*The study examines leadership style and church policy implementation in Nigerian Pentecostal churches. A cross sectional survey study was adopted. Ten randomly selected Pentecostal churches with branches in every state in Nigeria were nominated for this study. The findings discovered that the leader's style has a meaningful association with the church policy implementation. The findings also indicate no one best leadership style, styles depend on the situation. A combination of styles can also enhance good policy implementation. The study recommend that church leaders should have precise information of the situation and practice a supportive leadership style or combinations of styles in church policy implementing. Church policies should be grounded on the word of God.*

**KEYWORDS:** Pentecostal, Leadership Style & Church Policy

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### INTRODUCTION

The effective church policy implementation supports the church growth and development Policies are guidelines of operation which helps organization to achieve its goals. Church *policies* are written commitment of church activities, ideals, and guidelines, implemented by the church. Observation reveals that, most churches do not have good implementation of policies, this conflict with their growth and development. The policies on commitment to service, appointment, promotions, responsibilities methods, transfers among others might not be implemented as stipulated. Leaders in the churches have different leadership styles that inadvertently or advertently influence policies in the church. Judith (2016) advocated a successful church must have result oriented leadership. Effective leadership style is imminent for organizational growth. Yahaya and Ibrahim (2016) citing Lussier and Achua, (2007) opined that without strategic and effective leaders, an uphill battle to sustain profitability, productivity, and competitive advantage. Good leadership influences behavior, productivity and competitive advantage.

A leader is a person with ability to influence people According to Harley-McCaskey (2017) future success is associated to personality, behavior and decision-making styles. Every leadership style has their strengths and weakness, understand and admit your weaknesses, master your strength and keep improving on them. There's no one behavioral style that is a panacea for leadership challenges. Different behavioral styles should be learned and refined. In the view of Lipman-Blumen, (2017) the nine-factor behavioral model depicting achieving styles can enhance good leadership, behavioral skill identifies noble enterprise and mobilize people to achieve their goal. In the church, pastoral leadership is effective in church organization. Corral and Cooper (2010) espoused that Baptist pastors have evolved well beyond providing spiritual `direction. They are expected to perform complex leadership roles in church administration, political strategist, and social activist. Gbaraka & Zeb-Obipi (2017) describes leadership as influence and harmonization of group efforts. Co-ordination of all the church programs and administrative duties and their effectiveness and administrative style determines the church growth. Observations

of church leaderships in Nigeria shows inadequate foresight or good environment for growth, many leaders promote their own image; some are self-centered, inconsiderate, unfair, dishonest, unorganized and oppressive, threat of subordinate competence, disloyalty of leaders and dishonest followers and persistent failure of churches. It is challenging to create trust and credibility in the leaders and followers. Mbamalu (2016) while reviewing Assemblies of God Church in Nigeria identified ineffective leadership as the crux of church organization failure in implementing policies and fulfilling her vision as a church. The leadership style of the leaders determines create and sustain worthy work climate, good organizational culture and fulfillment of workers, therefore a faithful, honest, intelligent, competent, principle, proactive, sensitive, compassionate and conscious leaders proffer solutions to problems. The incessant failure of churches is a concern to the researcher, understanding the leadership styles that enhance success in an organization is imperative, hence this study seek to examine leadership style and church policy implementation.

### Research Questions for the Study

To what extent does:

- Servant leadership Style relate with Church Policy Implementation in Nigeria Pentecostal churches
- Transformational leadership style relates with Church Policy Implementation in Nigeria Pentecostal Churches?
- Charismatic leadership style relates with church policy implementation in Nigeria Pentecostal churches?

### Hypotheses for the Study

**H<sub>01</sub>:** Servant Leadership style does not relate with Church policy implementation in Nigeria Pentecostal Churches

**H<sub>02</sub>:** Transformational leadership style does not relate with Church policy implementation in Nigeria Pentecostal Churches

**H<sub>03</sub>:** Charismatic leadership style does not relate with Church policy implementation in Nigerian Pentecostal Churches.

## REVIEW OF RELATED LITERATURE

This study is anchor on situational leadership theory. A theory created by Paul Hersey and ken Blanchard (1982), which takes the view that what leaders should do practice will depend on the particular circumstances or situation they are in. They identify four different types of styles which are selling, telling, participating and delegating, but the choice of style should depend on the situation faced by the organization.

### Research Model



**Figure 1: Conceptual Framework (Operationalised by the Researcher, 2019).**

### **Concept of Leadership and Leadership Style**

A leader delegates task to others or influence others to act and achieve a specified organization objective. Church leadership shows the method of influencing, guiding, and inspiring and persuade followers. Armstrong (2017) describes leadership as exciting people to do their best. In his study, leadership skills inspire others, persuade others willingly to behave differently and clarify action. A leader assigns the task, achieve the task and maintain effective relationships.

A leader understands the changing environment, globalization, innovative technology and good management process. According to Carter (2009) Pastoral leadership are activities performed in shepherding God's people and managing operations. Pastors care for the members' spiritual development, motivation and restoration. Priester (2018) espoused that pastoral leadership is vital for sustenance. It is a key to understanding what makes and sustains a church.

From the biblical perspective, we have two kinds of leadership, self-confidence leaders and the spiritual leadership with the confidence of God. We can classify spiritual leadership into two, called leadership and Chosen leader. Example of called leader is Moses and chosen leader is Joshua in the bible, although a chosen leader can graduate into a called leader by the reason of dedication, faithfulness and commitment to God words and service, faithfulness is actually the spiritual promotion. Every leader has their different leadership unique style. This explains why we see leaders practice the similar style, but some succeed while others fail. Some combine various styles as situation demands.

Church leadership can be purpose driven leadership, servant leadership, personality, charismatic, orientation and transformational leadership. Orientation leadership formed a rescue team, enlightening and solving problem, it is, a selfless sacrifice. Personality leadership tends to motivate everybody around them to believe their idea and vision, and works towards actualizing the goals.

Harley-McCaskey (2017) in a four-structure model identified the analyzers, the stabilizers, the persuaders and the controllers. The analyzers are detailed focus, enmeshed in research, they are data oriented and operate by slowing down organizational process; the stabilizers who are mostly drawn to low risk ventures with guarantees, they are loyal to a fault and will play always by the rule; and the persuader have more friends and like exploring new ideas; and the Controllers who are competitive, go for excellence.

### **Servant Leadership Style**

Servant Leadership styles position as a steward, committed to serving the follower needs, rather than following personal goals, supporting the autonomy, growth and wellbeing. Features of servant leaders include humility, meekness, authenticity, empathy, put others needs first when providing direction and ever ready to obey. Lead by example, they are team players. Jesus Christen the Bible is a servant leader.

Although servant leadership framework takes its root from the Bible however, current paradigm has widened to the corridors of contemporary global structures, with empirical research by Laub (1999) showing the different dimensions of servant leadership (Mittal, & Dorfman, 2012). Although church leaders like Rev Jim Jones of the infamous Guyana church tragedy and David Koresh of Waco Texas in 1993 will cause one to pause. Hester (2019) extrapolated gradual slipping away of value-based is cultivated in the ethnic and religious diversity which we are. Servant leadership style will be ideal for church policy, since it promotes collaboration, motivation and empowerment.

Church Pentecostal-leaders under this style, study hard to feed their followers with God's word, pray for their followers. The leader counsel their followers that needs counseling, visit their followers, receives and manage their offering, seeds, tithes, pledges. Believe in-obedience to God and constituted authorities.

### **Transformational Leadership Style**

Transformational leaders rely on inspirational motivation, personalized consideration, idealized and intellectual consideration essentially personable and emphatic. Transformation leadership exemplifies inspirational motivation, personal inter communication skill, individualized consideration, adept to galvanizing followers to organizational policies, resulting in positive implementation of organizational policy. Burns (1978) opined that transformation motivate people to strive for higher goals and making significant changes. They role of transformational leader involves recognizing, renewal and generating change (Tichy and Devanna 1986).

A transformation leader creates and sustains a context that maximizes human organizations capabilities, facilitates multi-level of transformation and aligns them with a unified purpose. Leaders transform the followers feeling, trust, admiration, loyalty, respect and hard work and building up their followers set target or goals. They mobilize individual. They are motivational speakers, who spur thinkers and achievers. They achieve material resources that appeal and spur humanity or their environment, motivating and inspiring their followers to effective church service and converting more souls. They idealized their influence and serve the followers and the follower admired their mentor.

A transformational leader changing the life and proclaim sound convincing word of God. The magnitude and power of God's word subjecting followers to amendment of their ways and thereby resulting in total change and pure heart. To transform raw materials into finished goods, it involves change process, transformational leaders is word-based, where the unadulterated, unabridged word is spoken to expose one's mentality and effect turn around change in life. The transformer produces change in human life when a mentality is adjusted through transformation,

### **Charismatic Leadership Style**

Charismatic leadership is those that are gifted with both physical and spiritual powers to influence people or situation around them. They have great energy to achieve tasks, change and goals. Innovative and receives classified information from human and supreme beings, thereby providing materials needs solutions. It involves the five-fold ministry which is Prophets, Apostles, Pastors, Evangelist and Teachers. They have nine gifts of the holy spirits which are: Word of knowledge, Prophecy, Discernment of Spirits speaking in different Tongues, Interpretation of Tongues, Working of Miracles, Healing and Word of wisdom and Faith, if fully utilized.

This leadership brings revival and awesome awakening of faith. They are highly respected, powerful and authoritative. Elijah, Paul the Apostle and Elisha are biblical examples. Anointing and manifestation are the gifts of the spirit and accomplished unusual tasks. The leaders here, think and always try to impact charisma on his members through ministration, determination in meeting any trials and difficulties. Charismatic leaders emphasize more on holy ghost baptism, anointing service, healing service, deliverance prophetic move, power encounter, miracle service, Pentecostal fire and unleashing the supernatural, good orators, every member have anointing grace, as leaders make waves in services.

Human heart contains many devilish vices such as pride, lust, malice, anger, stealing lies, gossips, these iniquities makes them unholy, in bondage of sin and cannot hear from God. These inward sins make the heart to be dark. Amen in bondage may receive miracle of healing, but word of God transforms the person to a new creature, driving away Satan.

### Leadership Styles and Church Policy Implementation

The Leaders should combine the gift of the holy-spirit and the word of God in the administration of policies. Objective, values and work procedures must be clearly stated. The policies must be simple, clear, easy to understand and implement; the implementation must be credible and word grounded. The strategic plan must be clearly identified stated, and communicated to the followers. The church departmental goal, follower and individual goals must be harnessed together to achieved the fundamental objective, workers, followers and leaders job description should be clearly stated. Policy quality; Types of ministry; Vision, Mission and Goals; Personal Encounter; Personality of the leader; Level of Experience; Level of grace and anointing; Training; Mentorship; Level of Wisdom and knowledge influences effectiveness

### METHODOLOGY

A survey study of ten randomly selected registered Pentecostal churches with branches in Nigeria states was studied. The instrument is a questionnaire, rated at 4-point Like scale of 1. Strong Disagree. 2. Disagree 3. Agree 4. Strongly Agree. Pearson Product Moment Correlation statistical tool was used to analyze the hypothesis with the aid of SPSS.

### RESULTS AND DISCUSSIONS

One hundred (100) questionnaires were distributed to the selected sample, but only 97 was retrieved and analyzed. The demographic analysis confirms that only 35 (36.08%) of the respondent were female, while 62 (63.92%) were male. 20(20.62%) of the respondents are PhD holders, 35(36.08%) are Masters Holders while 42 (43.30%) are B.Sc. and its equivalents holder.

**H<sub>01</sub>: Charismatic Leadership Style Does not Relate with Church Policy Implementation in Nigerian Pentecostal Churches**

**Table 1: Servant Leadership and Church Policy Implementation**

		Servant Leadership	Church Policy Implementation
Servant Leadership	Pearson Correlation	1	.685**
	Sig. (2-tailed)		.000
	N	97	97
Church Policy Implementation	Pearson Correlation	.685**	1
	Sig. (2-tailed)	.000	
	N	97	97

*Source: SPSS Output*

Table 1 show the servant leadership and church policy implementation have a high positive correlation value of .685\*\*. The P-value is less than 0.05 (0.000<0.05). We reject the null hypothesis and uphold that servant leadership has relationship with church policy implementation. This implies that servant leadership is critical to effective implementation of the church policy; it also aligns with the study of Pofi, Isaac & Butswat, (2013). It posits that leadership style has a significant relationship with achievement of the organizational goal.

## Ho<sub>2</sub>: Transformational Leadership Style Does not Relate with Church Policy Implementation in Nigeria Pentecostal Churches

**Table 2: Transformational Leadership and Church Policy Implementation**

		Transformational Leadership	Church Policy Implementation
Transformational Leadership	Pearson Correlation	1	.465**
	Sig. (2-tailed)		.000
	N	97	97
Church Policy Implementation	Pearson Correlation	.465**	1
	Sig. (2-tailed)	.000	
	N	97	97

*Source: SPSS Output*

Table 2 shows the transformational leadership and church policy implementation has a positive correlation value of .465\*\*. The P-value is less than 0.05 ( $0.000 < 0.05$ ). We therefore reject the null hypothesis and uphold that transformational leadership style has relationship with church policy implementation. This shows that the transformational leader recognizes the need for renewal, and creating change for good policy implementation. (Tichy and Devanna, 1986).

**Table 3: Charismatic Leadership and Church Policy Implementation**

		Charismatic Leadership	Church Policy Implementation
Charismatic Leadership	Pearson Correlation	1	.575**
	Sig. (2-tailed)		.000
	N	97	97
Church Policy Implementation	Pearson Correlation	.575**	1
	Sig. (2-tailed)	.000	
	N	97	97

*Source: SPSS Output*

Table 3 above depicts the correlation between Charismatic Leadership and Church Policy Implementation. The result indicates that there is an association between the two variables. The P- value is less than 0.05 ( $0.000 < 0.05$ ). The Correlation value .575\*\* indicates an association between Charismatic Leadership and Church Policy Implementation.

## CONCLUSIONS

The bi-variant analysis showed that the leadership style of an organization affects the overall success of the organization, although available research on leadership styles and implementation of policies suggest that transformational, servant-hood and charismatic leadership styles have been adopted by many church leaders and have proven successful in advancing the visions and growth of many churches. Not one perspective can be singled out as better than the rest, as each endeavor to explain the leadership styles in the implementation of church policy and the factors influencing it. A single leadership style might not be applicable to all church activities and problems, but a combination of styles depending on the situation enhance good policy implementation. Attention to policy issues should not end with policy creation; effective leadership style should be implemented. The policy must be rooted in the word of God.

## RECOMMENDATIONS

- The church leaders should understand the situation at hand and use a supportive leadership style in implementing their policies.
- The policies should be simple, clear and easy to implement; however, the implementation must be credible and possess quality projectile for future organizational continuity.
- Quality policy planning and adequate resource mobilization should form the basis for smooth integration of policy formulation and actual implementation
- The leaders should understand that the foundation for the implementation of their policies must be based on the bible.
- The leaders must be committed to the wellbeing of the followers, rather than being engulfed in the drive for personal goals.

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